

SECRET

6 September 1968

MEMORANDUM FOR: Mr. Duckett

1. With regard to the discussion on personnel policies, practices, etc., last night, there are a few observations to which I feel many might subscribe in general, but they are rarely surfaced or recognized. Without elaboration --

a. Supervisors tend to become irresponsible with regard to their personnel responsibilities because they have, in fact, virtually no authority. At any level the ability of the supervisor to do anything for or against is extremely limited and this is very evident. This basic problem tends to further degenerate to a lot of staff activity -- which to the outsider often appears as a mirey mess of manipulation.

b. Supervisors rarely have any concept or understanding of the career objectives of employees, and many tend to inhibit any real communication by failing to realize that a career for the Agency does not necessarily imply a career in the Agency.

c. There is no top side example, i. e., no clear effort to prepare successors by Deputy Directors, Office Directors, or almost anyone else. This provides little incentive for Division Chiefs to get very enthusiastic about a real upgrading program. Why rotate Project Officers if the D/ORD, and D/OEL don't rotate with TSD, Commo and NPIC, for example?

d. There is inadequate action against the inevitable. The present glut of senior people in DDP did not happen overnight, but the situation has been met largely by hand wringing rather than any sensible plan to create new jobs or find other jobs for these people. At the moment, for example, increased use of the computer should retire lots

SECRET

SECRET

-2-

of people who are keeping books full of numbers, and the use of the computers in COINS to provide access to common files should have some implications with regard to the people who are now maintaining these duplicate files. Steps should be taken now to lead these people away from their present jobs rather than shoving them away later on. This leads to --

e. Many people are overworked -- but underemployed. There is an awful lot of busyness which ultimately can only produce dissatisfaction. As Brandwein mentioned, the real keys are a challenging job and reasonable pay. This overwork at make-work results in people actually working at their real interests elsewhere, and moonlighting at the Agency.

f. In general, there is little differentiation between those who produce and those who don't, so that personalities and circumstances appear to be far more influential than job performance in terms of advancement, etc.

g. There is little evidence in the Agency that supervision is anxious to do anything other than talk about promoting its people outside of the Agency, except in the case of retirees. Certainly there is potential for ameliorating many of our problems through this type of action. How many more [] can we get into key jobs which are of considerable interest to the Agency rather than into jobs that aren't? Who's pumping for Carl Duckett to succeed Webb at NASA? Who's the Agency's candidate for any top key job, i. e., Assistant Secretary to the Air Force (R&D), or the R&D Assistant Secretary of any of the services? Who's the S&T candidate to take Ting Sheldon's job? Why does DIA have to take a big ad to obtain a systems analyst in the Wall Street Journal? Can't we make points with [] by at least loaning a gap filler even though it hurts a bit?

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2. I think the preceding, although generalities and obviously not true in every case, explain a lot of the pure lack of enthusiasm within the Agency. There are many things that could be done within the existing authorities to improve the situation if appropriate management attitudes were adopted and some actions taken to clearly demonstrate interest and intent to change things.

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